



DNR Landfill Permitting Kaizen Event Report Out

“Where’s My Permit?”

February 8-12, 2010

The Opportunity

Alex Moon

The “Where’s My Permit?” Team

Becky Jolly

- Alex Moon, Solid Waste Section
- Amie Davidson, Solid Waste Section
- Mick Leat, Solid Waste Section
- Matt Phoenix, Solid Waste Section
- Nina Koger, Solid Waste Section
- Laura Juliano, Land Quality Bureau
- Becky Jolly, Solid Waste Section
- Angie Clark, Land Quality Bureau
- Tim Buelow, Barker Lemar
- Jeff Dworek, Metro Waste Authority
- Mike Smith, Foth Infrastructure and Environment
- Hal Morton, Des Moines County Solid Waste Commission
- Paul VanderKley, Lennox Industries
- Chris Van Gorp, DNR
- Joe Molesky, Landscape Structures



Scope

Amie Davidson

- This event will focus on the operation permit renewal and amendment process, including construction requests and groundwater monitoring reports, from the time the document is received by the section to the time a response letter is logged and sent.

Goals

Mick Leat

1. Review 100% of work products within the standard review time.
2. Improve productivity by 25% within 6 months and 50% within 1 year.



Objectives

Hal Morton

1. Create an improved standard procedure for processing groundwater reports.
2. Evaluate the current distribution of work.
3. Create a system to identify and process time sensitive submittals.
4. Identify a standard review time for the work products included in the scope.



Kaizen Methodology

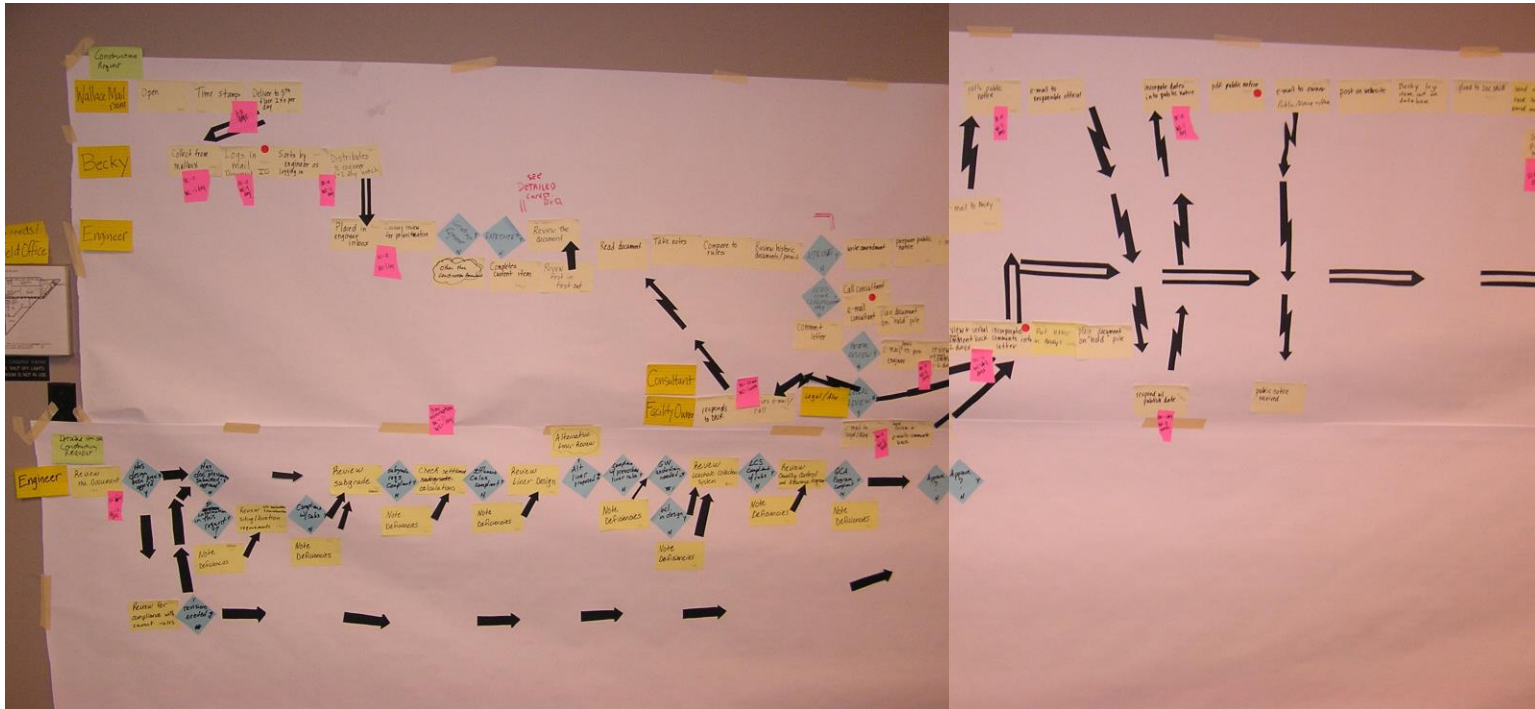
Joe Molesky

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Current Process

Matt Phoenix



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State of Iowa
Continuous Improvement

Results – Construction Request

Mike Smith

	Old	New	% Change
# of Steps	62	49	-21%
# of Handoffs	10	9 / 5	-10 – 50%
# of Decisions	21	6	-71%
# of Value-Add	6	5	-17%
Overall Lead Time	81 days	39 days	-52%



Results – Permit Review

Mike Smith

	Old	New	% Change
# of Steps	61	32	-48%
# of Handoffs	12	10 / 6	-17 – 50%
# of Decisions	8	4	-50%
# of Value-Add	5	3	-40%
Overall Lead Time	112 days	47 days	-58%



Results – Groundwater Reports

Mike Smith

	Old	New	% Change
# of Steps	32	26	-19%
# of Handoffs	4	5	+25%
# of Decisions	6	2	-66%
# of Value-Add	2	3	+50%
Overall Lead Time	403 days	52 days	-87%



Brainstorming

Laura Juliano

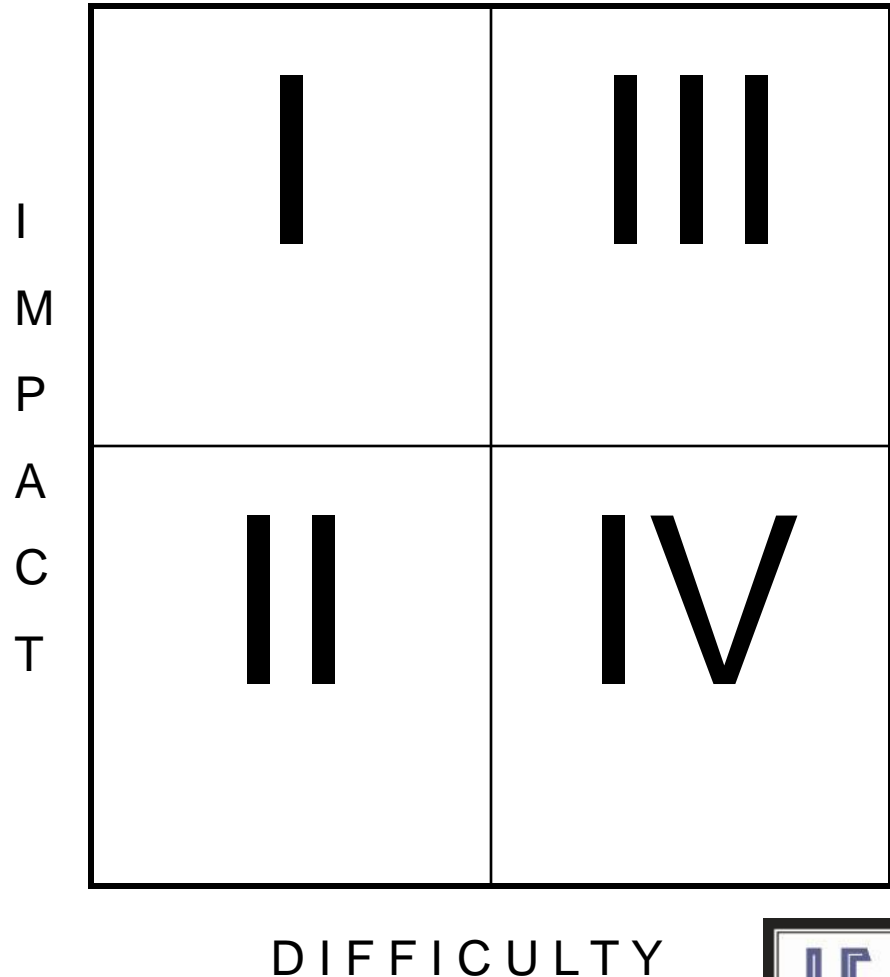
- Improve quality of submittals
 - Develop templates for standard submittals
- Develop an internal quality review check
- Defining the prioritization of submittals
- Utilizing technology improvements
- Consolidation of submittals
- Implementing Visual Management



De-selection Process

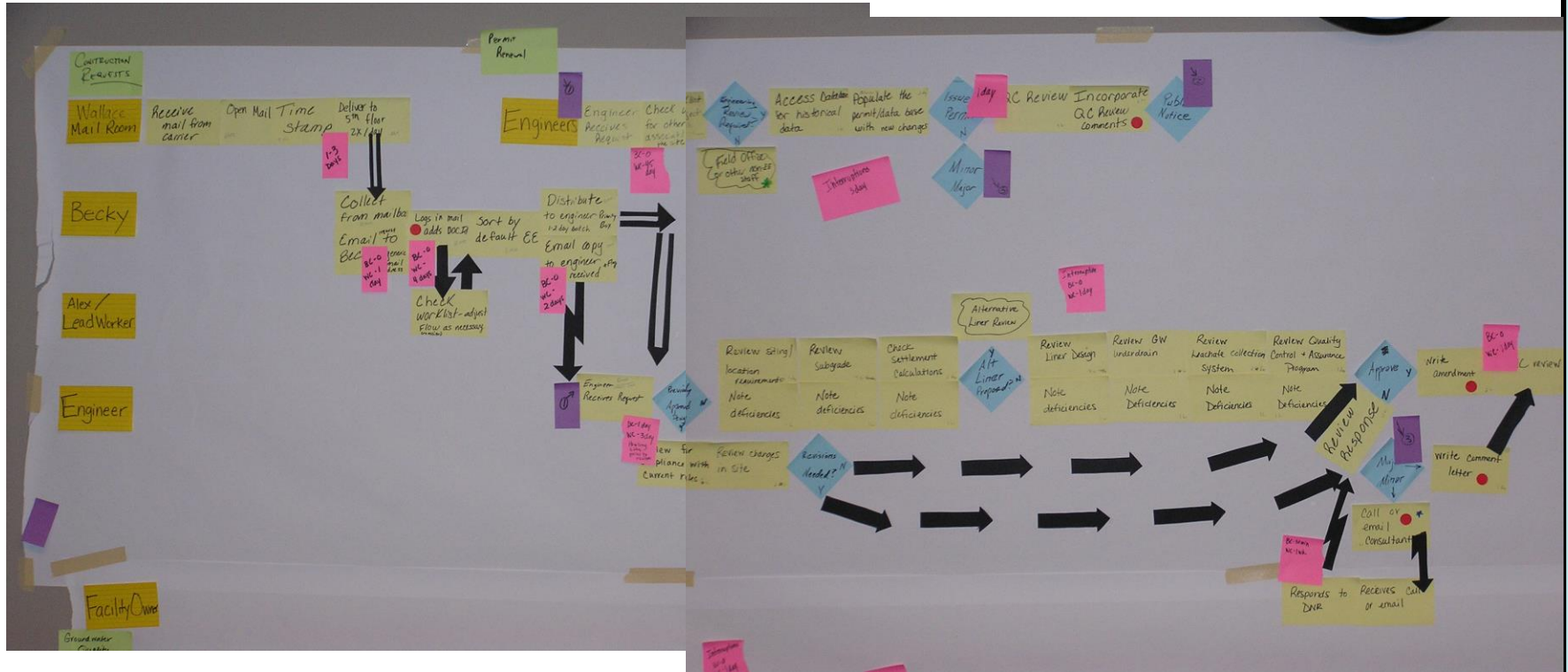
Nina Koger

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



New Process

Matt Phoenix



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State of Iowa
Continuous Improvement

Homework

Amie Davidson

Item	Item Description	Person Responsible	Due Date
1	Define standard process for electronic submittal (recordkeeping purposes) (email)	Alex, Becky, Leslie Leager, Kelley Myers	July 31
2	Create electronic email account for submittals	Alex, Laura	July 31
3	Create Visual work load communication tool	Laura, Alex, Chris	Feb. 26
4	5S Visual Management (information flow, highly productive and efficient workspace)	Alex, Chris, Engineers	Initial meeting by Feb 28
5	Standard submittal template for Construction Request	Mick, Amie, Nina, Matt, Mike and Tim	Initial draft May 1
6	Standard submittal template for Permit Renewal	Mick, Amie, Nina, Matt, Mike and Tim	Dec. 31
7	Standard submittal template for Water Quality Report	Mick, Amie, Nina, Matt, Mike and Tim	Initial draft May 1
8	Get dual monitors for engineers	Angie	Mar. 10
9	Develop an internal QA/QC process for document reviews	Mick, Amie, Nina, Matt, Alex, Jon	April 1
10	Distinguish between major and minor errors / corrections	Jeff, Mick, Amie, Nina, Matt, Mike, Tim, Hal	Track errors for 1 month May 1



Homework

Laura Juliano

11	Does econewswire and web posting meet required public notice	Alex, Jon	Mar. 1
12	Evaluate current permit renewal submittal requirements	Alex, Amie, Mick, Nina, Matt, Field Office staff, Jon, Hal	October 1
13	Create Automated permit and approval letter comment database (standard language for permits)	Laura, Amie, Mick, Nina, Matt	Feb. 1, 2011
14	Begin developing FAQs for permit renewals	Nina, Matt, Amie, Mick, Tim, Mike	Dec. 31
15	Investigate non engineers to review permit renewals.	Alex, Brian, Amie, Mick, Nina, Matt, Field Office staff, Hal	October 1
16	Create automated email response for reports reviewed w/no comments	Laura, Becky	Functional by Mar. 31
17	Complete analysis of raw WQ database (pros/cons/cost/benefit/liability)	Laura, Matt, Beth S., Joost, Brian, Mick, Tamie C., Hal Frank, Tim, Jeff	May 1
18	Add well and sampling attributes for facilities in the Solid Waste database	Laura, Nina, Matt, Amie, Mick	Dec. 31
19	Create automated email task/calendar item to Engineers with comment letter response date(s)	Laura, Angie	June 30



Homework

Laura Juliano

20	Create automated email task/calendar item to Engineers when public comment period end date is logged into database	Laura, Angie	June 30
21	Create automated email response to facility contact(s) when item logged into database to tell them it is in-house and assigned to an engineer and a DocID	Laura, Becky	March 31st
22	Create automated email to Alex/Lead Worker to alert them when Becky logs in a high priority item	Laura, Becky, Alex	March 31st
23	Create snapshot of facility's history and upcoming due dates in solid waste database (show facility attributes, links to last permit renewal and subsequent amendment documents, etc)	Laura, Becky, Amie, Matt, Mick, Nina	Initial version with currently captured data by July 31st

Team Member Experience

Tim Buelow
Mick Leat
Jeff Dworek

**We welcome your
questions and comments!**



Comments

Paul VanderKley, Lennox Industries